STEWARD NORWOOD HOSPITAL

2015 Hospital Profile

Norwood, MA Community Hospital Metro West

Steward Norwood Hospital is a mid-size, for-profit community hospital located in the Metro West region. Steward Norwood Hospital is a member of the Steward Health Care System. The hospital had a 13.4% decrease in inpatient discharges in FY15 compared to FY11, compared with a median decrease of 4.8% in its cohort. Steward Norwood Hospital was profitable for the third straight fiscal year in FY15, with a total margin of 7.6%; this is higher than its peer hospital cohort median of 3.4%.

Overview / Size

Hospital System Affiliation: Steward Health Care System Change in Ownership (FY11-FY15): Not Applicable Total Staffed Beds: 182, mid-size acute hospital % Occupancy: 84.5%, > cohort avg. (64%) Special Public Funding: ICB[®] Trauma Center Designation: Not Applicable Case Mix Index: 0.89, > cohort avg. (0.81); < statewide (1.00)

Financial

Inpatient NPSR per CMAD:	\$9,718
Change FY14-FY15:	9.3%
Inpatient:Outpatient Revenue in FY15:	40%:60%
Outpatient Revenue in FY15:	\$80,064,827
Change FY14-FY15:	3.2%
Total Revenue in FY15:	\$181,449,413
Total Surplus (Loss) in FY15:	\$13,824,983

Payer Mix

Public Payer Mix:	61.4% (Non-HPP* Hospital)
CY15 Commercial Relative Price:	0.90
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA
	Harvard Pilgrim Health Care
	Tufts Health Plan

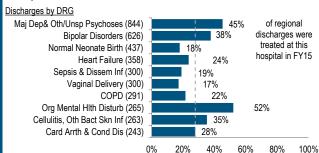
Utilization

Inpatient Discharges in FY15:	11,440
Change FY14-FY15:	1.0%
Emergency Department Visits in FY15:	42,161
Change FY14-FY15:	1.9%
Outpatient Visits in FY15:	61,238
Change FY14-FY15:	9.2%

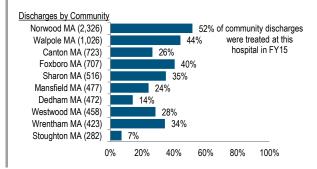
Qualit

Quality	
Readmission Rate in FY15:	14.5%
Change FY11-FY15 (percentage points):	-1.6%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%

What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

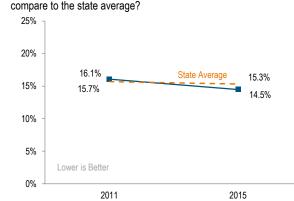


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?

--- Hospital (11,440) = 26% of total regional discharges



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



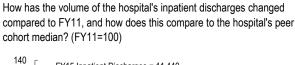
For descriptions of the metrics, please see the technical appendix

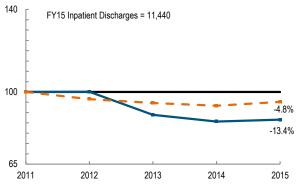
2015 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

Cohort: Community Hospital

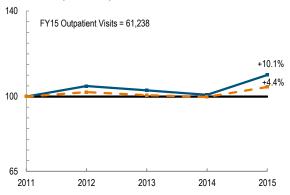
Patient Revenue Trends



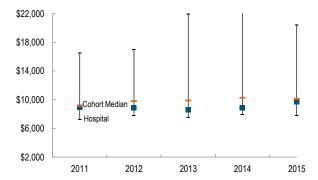




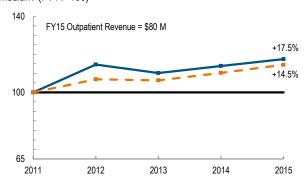
How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 156	\$ 181	\$ 169	\$ 174	\$ 181
Non-Operating Revenue	\$ 0	\$ 0	\$ 2	\$ 0	\$ 0
Total Revenue	\$ 156	\$ 181	\$ 170	\$ 174	\$ 181
Total Costs	\$ 160	\$ 189	\$ 170	\$ 165	\$ 168
Total Profit (Loss)	\$ (4.3)	\$ (8.5)	\$ 0.2	\$ 9.2	\$ 13.8

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.



⁶ For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

^{*} High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.